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Beyond Boundaries: A Global Perspective on Sustainable Human Resource Management in Asia and Other Continents

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ABSTRACT

The current study is based on a systematic literature review on sustainable human resource management (HRM). The concept of sustainable human resource management aims to achieve organizational sustainability through the involvement of employees in such initiatives. Hence, it aligns with the agenda of triple bottom line approach whereby organizations simultaneously strive for the betterment of people, profit and the planet. A parallel concept of green human resource management focuses only on the organizational efforts of environmental sustainability. This study elaborates SHRM research that has been published in the last 23 years (2001-2023) and makes a logical comparison of sustainable HRM research across various parts of the world. Moreover, the study highlights the strategic use of SHRM in the modern-day competitive business world. Overall, 148 research studies on sustainable HRM were analyzed using a systematic literature review with a time period from the year 2001 to 2023. With major developments over time, SHRM now plays a critical role for strategic positioning of companies seeking competitive advantage. China, India, Malaysia, and Brazil are some of those developing countries where SHRM research and practice have grown substantially in the recent years. In addition, this systematic literature review identified different linkages in the available literature on SHRM in Asia and rest of the world. This in-depth systematic literature review is the very first systematic comparison of Asian SHRM research with that of other continents of the world. It also highlights a number of interesting areas for further research.

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INTRODUCTION

The business competition in the 21st century has forced companies to prioritize productivity and responsibility for the environment. Enterprises have to maintain a fine line in being mindful for the environmental responsibilities and profitability (Liang et al., 2024; Lu et al., 2023; Singh, 2018; Tian et al., 2018). Due to this, many of the businesses have started implementing sustainable business practices for gaining a competitive advantage (Tanova & Bayighomog, 2022). Sustainable Human Resource Management (SHRM) is one of the contemporary domains of human resource management and it is an innovative domain that may enable an ecologically engaging organizational culture. Empirical data in the available literature suggests that environmental initiatives positively impact on the brand image, public perception, business opportunities, and competitive advantage (Faisal, 2023; Jabbour, 2013). Worldwide, both developed and developing economies have recognized the importance of organizational involvement in the broader context of environmental sustainability.

Sustainability as a holistic concept requires organizations to equally prioritize the three dimensions of triple bottom line approach including people, profit and the planet. The environmental sustainability is of particular interest to the researchers along with the other two aspects (Kailay & Paposa, 2024; Kim et al., 2019). Organizational efforts for sustainability give them competitive advantage. Certifications such as ISO 14001 require managers to engage in environmental sustainability-based initiatives (Androniceanu, 2023; Liang et al., 2024; Riordan et al., 1997). Currently, sustainable HRM and green HRM coexist in the literature. Both of these concepts emerged in the late 1990s, with SHRM having a greater focus on all the three aspect of the triple bottom line approach (Macke & Genari, 2019; Shahzad, 2020). The United Nations Organization (UNO) introduced seventeen sustainable development goals at the beginning of twenty-first century and those goals also included sustainability. This encouraged organizations to get engaged in the environmental sustainability enhancing the interest of practitioners and researchers (Macke & Genari, 2019). During the past one decade, SHRM has seen substantial growth not only in research but in the actual practice as well (Kim et al., 2019), and organizations that get engaged in the environmental sustainability efforts are more likely to gain stakeholders' support (Carmona-Moreno et al., 2012; Gamage et al., 2024; Madero-Gómez et al., 2023). Therefore, SHRM should be an integral part of an organization's environmental sustainability program that often makes it a strategic initiative and a top-level priority for policy makers (Renwick et al., 2013).

This study has two primary objectives. First, it provides a comprehensive review of the available SHRM literature. Second, a comparative analysis of SHRM research trends between Asia and rest of the world is also the part of this study. While two systematic literature reviews on SHRM have been notable, one of which focused on its growing importance due to the increased awareness of environmental management and regulatory reforms (Khan et al., 2024; Ren et al., 2018). This study addresses the conceptualization of SHRM and offers fresh scholarly recommendations with a global focus on the research trends for sustainable HRM. This study also explores various perspectives of SHRM regarding employees and organizations. Previous research did not focus on the evolutionary timeline of SHRM, neither did that compare research similarities and differences between Asia and rest of the world. This literature gap has been addressed in this study. A systematic literature review on SHRM from 2007 to 2022 was also conducted; however, this current review spans a broader time period (i.e., 2001 to 2023) encompassing the gradual evolution of the SHRM (i.e., Yong et al., 2019). This study presents a more extensive selection of research papers and provides a continent and country-wise comparison of SHRM research since its inception in the literature. Systematic reviews on SHRM are limited; hence, it makes this research essential in achieving the following objectives:

1. To conduct a systematic literature review of SHRM studies published during the last 23 years (2001-2023).
2. To compare SHRM research in Asia with other regions of the world.

LITERATURE REVIEW

A literature gap on sustainable human resource management exists due to an absence of prior studies systematically comparing the current landscape of SHRM research in Asia with rest of the world. Research in the past has shown that SHRM research was primarily an initiative of the western countries. However, as there has been a surge in the literature and practice of SHRM research in Asia and it highlights the need for a more robust and systematic comparison of research trends across countries (Faisal, 2023; Renwick et al., 2013). SHRM research has got popularity in the developing countries of the world including India, Brazil and Malaysia. This highlights that the growth in industrialization of these countries has contributed to the surge in SHRM literature and practice (Yong, Yusliza, Ramayah, et al., 2019). With respect to SHRM research, there has been a lot of interest by the scholars of Europe and America in the past due organizational efforts of sustainability. Research in the past has primarily highlighted the SHRM initiatives in the west. However, a comparison of Asia with the rest of the world remains neglected in the literature. Nevertheless, it is interesting to point out that this discipline has undergone rising interest in the last few years, primarily by the scholarly advances from developing countries (Renwick et al., 2013; Yong, Yusliza, Ramayah, et al., 2019).

Sustainability has become a focus of interest for scholars across the world not only because it serves the needs of the society but due to the better public image and profitability of organizations. Worldwide, these challenges are aligned with the financial goals of the organizations (Neto et al., 2014). In Asia, China has become a hub for the research on SHRM where researchers are proposing different aspects of SHRM measures in line with the sustainable development goals of united nations organization (UNO) (Song et al., 2020). Inter-organizational contracts, strategic human resources management and the relationship between SHRM and employee behavior with respect to the environment have been a focal point of interest in the Chinese research studies on SHRM (Shi et al., 2012; Tang et al., 2018). There has been a significant surge of research on SHRM in India as well (Chaudhary, 2019; Mishra et al., 2014). Research studies from Malasia have highlighted the role of top management's commitment and environmental planning in line with the sustainable development goals (Saeed et al., 2019; Shah, 2019; Tariq et al., 2016).

There have been recent studies on SHRM in Pakistan highlighting the need for sustainable development aligned with the SHRM initiatives. Research in Saudi Arabia explored that there is a significant positive impact of SHRM on the financial goals achievement. Sri Lankan studies linked SHRM with the positive ecological consequences for the organization and society at large. There has been some research in Taiwan that indicates the importance of SHRM practices for small and medium size organizations along with the large scale business organizations (Arulrajah et al., 2016; Tang et al., 2018; Diaz-Carrion et al., 2021)). Moreover, there has been research in the Islamic Republic of Iran, Philippines, Vietnam, Thailand, Palestine, Hong Kong, Taiwan and other related geographic regions which provides useful evidence for the adoption of SHRM practices by the organizations for multiple reasons such as for the positive image in the stakeholders' mind and for energy conservation

etc. (Chan, 2009; Cherian & Jacob, 2012; Hülsheger, 2015; Kim et al., 2019; Luu, 2018; Masri & Jaaron, 2017; Nejati et al., 2017).

Different dynamics of SHRM require systematic comparison of research on SHRM at the global level (Diaz-Carrion et al., 2021). It is more likely that stakeholder give positive approval for organizational measures based on sustainability at the broader level which include SHRM as an intra-organizational measure. Such gaps in the literature need to be addressed by the scholars working of sustainability in general and SHRM in particular. With industrialized nations like the USA and Europe as well as developing economies like China, India, Malaysia, and Brazil, appreciating the opportunities for achieving competitive benefits; research in the past has also highlighted the association between SHRM and traditional HRM strategies (Tanova & Bayighomog, 2022). To try to solve the critical problems brought on by global warming and to promote SHRM for optimal environmental management, it is vital that we unite worldwide efforts to achieve the sustainable development goals of UNO (Faisal, 2023; Renwick et al., 2013). Tragically, developing countries regularly meet hurdles when initiating research and development in this field especially the resource constraints. Future researchers need to propose solutions for such issues (Khan et al., 2024).

DATA AND METHODOLOGY

Systematic literature reviews may be of several categories including structured reviews with a greater focus on widely used methods, theories and conceptualizations. These may also be framework based and hybrid-narrative having a framework for the future research agenda. Theory-based review and meta-analysis, bibliometric review, and reviews aiming for model/framework development are also common. Following the purpose of this research, the scholars adopted the method of structured review focusing on widely used methods, theories and constructs on the concept of sustainable human resource management.

To trace the evolution of sustainable HRM, a systematic literature review was conducted from 2001 to 2023. Authors searched the databases of reputable publishers including Science Direct (Elsevier), Emerald, JSTOR, Springer Link, Taylor & Francis and Wiley-Blackwell for peer-reviewed English-language research papers. Relevant articles were identified using a range of sustainable HRM-related keywords. The final selection of shortlisted 148 research articles based on the guidelines of PRISMA frame was made on the criterion of peer review and relevance. Articles were thoroughly examined for the entire text to check their suitability for inclusion in this review. There was further categorization and scrutiny of the articles based on their relevance and publication year. Any article not directly related to SHRM in commercial organizations was systematically excluded during the shortlisting process. Systematic reviews and meta-analyses often follow standardized guidelines provided by the PRISMA framework (Moher et al., 2009). PRISMA stands for "*Preferred Review of Items for Systematic Review and Meta-Analysis".* Initially, 233 records were identified; however, after thorough assessment for quality and relevance, the number was reduced to 148. Out of these, 70 articles and seven reports were selected from previous systematic literature reviews. This was done to ensure

quality criterion. Thus, this systematic literature review includes a total of 148 studies, and all adhere to the standard methodology of PRISMA framework.

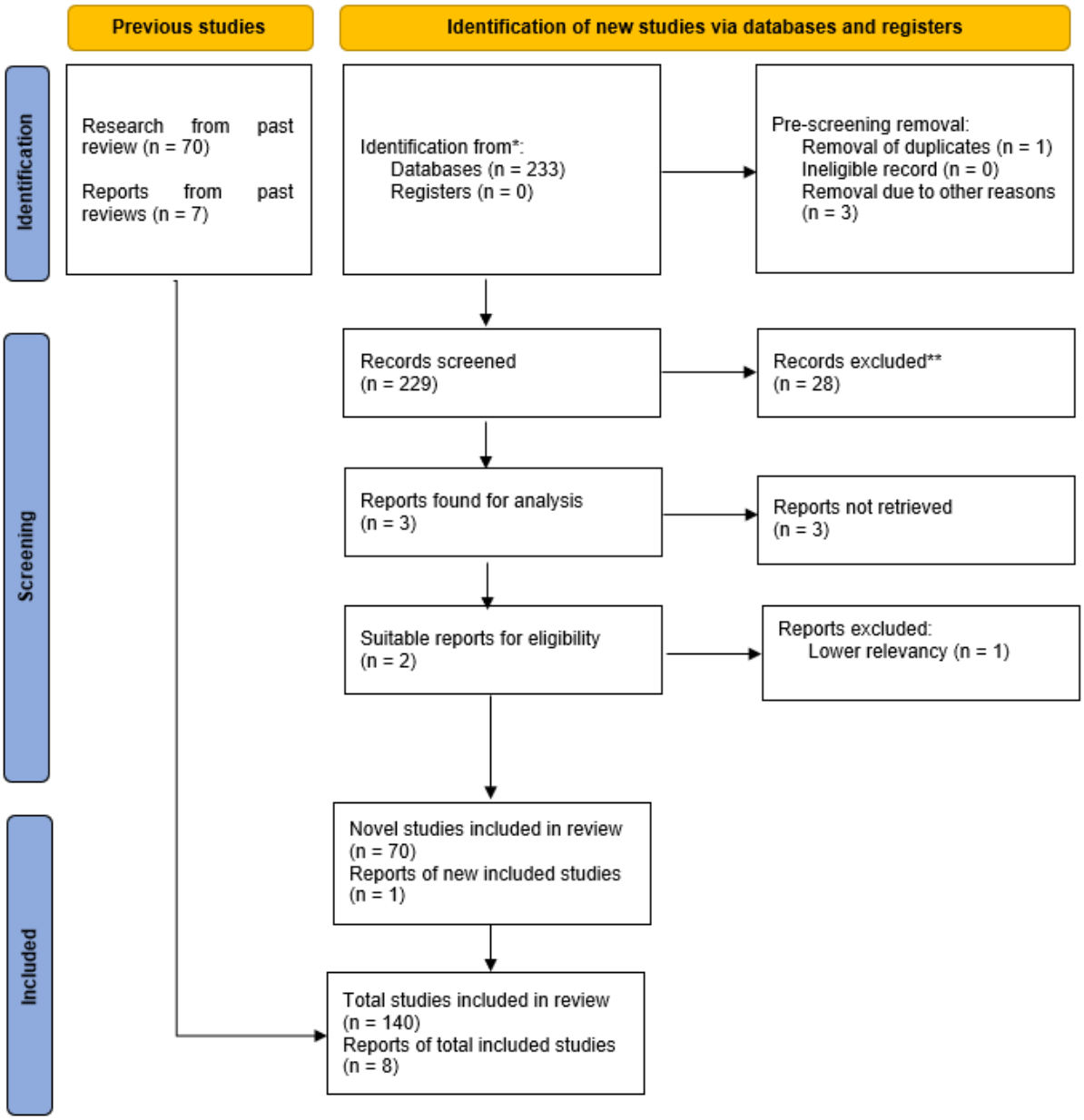

Figure 1: *PRISMA Framework and the Screening Process* ***(****Source: Author's own work)*

RESULT AND DISCUSSION

Sustainable HRM: Comparison of Asia with the Rest of the World

During the thorough analysis of secondary data, a notable gap in the existing literature came to the light—an absence of prior studies systematically comparing the current landscape of SHRM research in Asia with that in the rest of the world. While previous research has recognized the Western predominance in the SHRM literature; this study highlights a noteworthy surge in research stemming from Asian economies such as China, Malaysia, India, among others (Faisal, 2023; Renwick et al., 2013). Similarly, in the emerging economies of South America, particularly Brazil has gone through a substantial government-sponsored research initiatives dedicated to SHRM. This heightened interest in SHRM is in part a consequence of the expanding industrialization in these developing regions which has encouraged a greater heave for research in this field (Yong, Yusliza, Ramayah, et al., 2019). In the subsequent sub-sections, this study elaborates an in-depth exploration of SHRM in both Asian and other global regions.

Table 1: Summary of the Research Papers Shortlisted for this Study

Sustainable HRM Research: Asia versus the Rest of the World

(Continent / Country wise Sustainable HRM Research: 2001 - 2023)

Asia		*EU*		*America*		*Australia & NZ*		*Africa*	
China	11	UK	12	USA	34	Australia	8	Egypt	1
India	9	Germany	6	Brazil	11	New Zealand	2	South Africa	1
Malaysia	8	Spain	6	Canada	3				
Pakistan	5	Italy	5	Mexico	2				
Saudi Arabia	2	Norway	3						
Taiwan	2	Sweden	2						
Sri Lank	2	France	1						
UAE	1	Czech Republic	1						
Iran	1	Poland	1						
Philippines	1	Turkey	1						
South Korea	1								
Thailand	1								
Bangladesh	1								
Vietnam	1								
Palestine	1								
Hong Kong	2								
Asia	48	Europe	38	America	50	Australia & NZ	10	Africa	2

The dominance of European countries, in concurrence with the United States is notable. This popular pattern is in accordance with previous systematic literature reviews which had highlighted those countries in the West for typically sponsored SHRM research. Nevertheless, it is interesting to point out that this discipline has undergone rising interest in the last few years, primarily by advances from developing countries like China, Brazil, India and Malaysia (Renwick et al., 2013; Yong, Yusliza, Ramayah, et al., 2019). Interestingly, America currently leads in the research on SHRM, with England following shortly after it. In SHRM research, developing economies—Brazil, China, Malaysia, India, Germany, and Australia, amongst others—have exhibited a significant rise in the past few years.

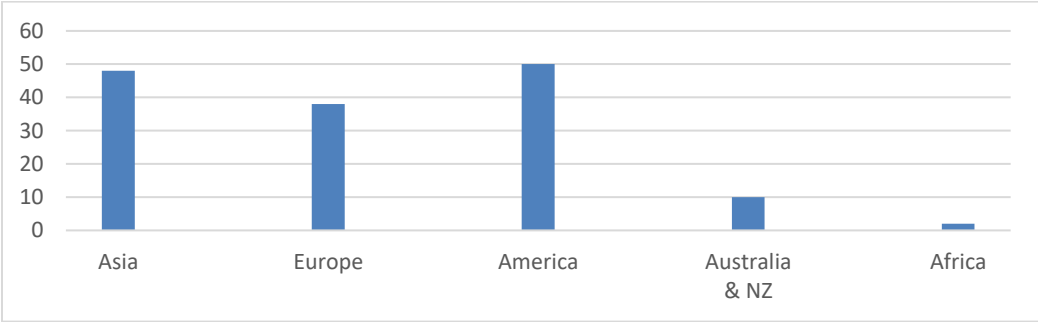

Figure 2: *Continent-wise Research Trends on SHRM* ***(****Source****:*** *Authors' own work)*

Sustainable HRM Research in Asia

Worldwide, environmental problems have become the focus of interest for researchers, practitioners and policymakers. These challenges are aligned with the worldwide financial crisis along with management of environmental issues (Neto et al., 2014). In Asia, China has become a hub for the research on SHRM where researchers are proposing different aspects of SHRM measures in line with the sustainable development goals of UNO (Song et al., 2020). Inter-organizational contracts, strategic human resources management, and the relationship between SHRM and employee behavior with respect to the environment have been focused in the Chinese research studies (Shi et al., 2012; Tang et al., 2018).

Scholars in India have mainly studied reward structure and mechanisms for effective utilization of SHRM practices (Chaudhary, 2019; Mishra et al., 2014). Research studies from Malasia have highlighted the role of top management's commitment and environmental planning in line with the sustainable development goals (Saeed et al., 2019; Shah, 2019; Tariq et al., 2016). There has been an increasing trend of SHRM research from Pakistan where scholars have primarily studied green behaviors of employees. Research in Saudi Arabia has clarified the role that SHRM can play in generating an image that can help in the financial markets. Sri Lanka has research studies that emphasize the role of SHRM for positive ecological consequences. There has been some research in Taiwan that indicates the importance of SHRM practices for small and medium size businesses along with the large scale business organizations (Arulrajah et al., 2016; Tang et al., 2018).

Moreover, there has been research in Islamic Republic of Iran, Philippines, Vietnam, Thailand, Palestine, Hong Kong, Taiwan, and other related geographic regions that provides useful evidence for the adoption of SHRM practices by the organizations for multiple reasons such as for the positive image in the stakeholders' mind and for energy conservation etc. (Chan, 2009; Cherian & Jacob, 2012; Hülsheger, 2015; Kim et al., 2019; Luu, 2018; Masri & Jaaron, 2017; Nejati et al., 2017).

Sustainable HRM Research in Europe

There has been a lot of research on SHRM in UK especially with reference to its link with the recruitment practices in the organizations. Moreover, the positive role of bonuses and rewards has been highlighted alongside the need for employees' participation for SHRM. In the United Kingdom, various SHRM initiatives have demonstrated significant strategic advantages for businesses including energy efficiency, effective waste reduction, environmental conscious building practices and motivational incentive programs (Zibarras & Coan, 2015). Evidence-based information management can be linked with sustainable HRM (Tranfield et al., 2003). Role of culture is also crucial for determining different facets of sustainable HRM (Harris & Crane, 2002).

A study jointly conducted in UK, USA, Brazil helped to explain different dimensions of SHRM (Ren et al., 2018). Another study conducted in UK explained the positive role of SHRM with respect to industrialization in that country (Shi et al., 2012). Past researchers have noted that employees' participation is crucial determinant for SHRM (Pinzone et al., 2019). Hence, an alignment between HRM policies and HRM practices helps to ensure a smooth implementation of SHRM (Haddock-Millar et al., 2016). Other similar studies further strengthened this notion (Tian et al., 2018). German scholars have further explained the role of culture in shaping SHRM practices in the organizations. Moreover, 1990s marked a significant evolution of SHRM with Austria, Germany, and Switzerland as the major places where industrial adoption of SHRM practices got started in Europe (Wagner, 2013). Hence, the concept of sustainability and sustainable HRM got further strength in the later years not only for the practitioners but for the scholars in Europe (Macke & Genari, 2019; Wagner, 2013).

Research in Spain has highlighted the positive societal values for shaping up innovative green behaviors among employees (Tian et al., 2018). Such as the role of green training has been highlighted in some of the Spanish studies (Sarkis et al., 2010). Moreover, few Spanish studies have highlighted the role of green compensation and training for enhancing SHRM (Fernández et al., 2003). Role of high performance work system has also been explained in few of the Spanish studies (Martínez-del-Río et al., 2012). Cost and differentiation analysis becomes pertinent with the use of SHRM measures. Few studies have highlighted the role of employee empowerment in enhancing SHRM values (Martínez-del-Río et al., 2012). A study in Italy examined the role of SHRM in relation to paradox theory through a multilevel case analysis. Opposing but legitimate points were examined in relation to paradox theory in that research. The research identified eight contradictions associated with strategic human resource management. That study revealed that most of companies had implemented SHRM except for a single consulting firm (Pinzone et al., 2016).

Research has been carried out in Italy regarding agreement among managers on strategic human resource management practices and the resulting innovative results (Antonioli et al., 2013; Guerci & Pedrini, 2014). There is a connection between sustainable supply chain management and strategic human resources management (Longoni et al., 2018). The significance of training employees is crucial in enhancing job satisfaction and pro-environmental behavior. Sustainable Human Resource Management (SHRM) has been a continuous subject of debate in Italian management literature (Pinzone et al., 2019). Norwegian research has emphasized the crucial role of strategic recruitment and selection in driving sustainable growth. A company's dedication to social responsibility is now seen as a key factor in attracting top talent and a groundbreaking study on strategic human resource management (SHRM) in Norway has greatly advanced the knowledge in this area (i.e., Brekke & Nyborg, 2008; Ditlev-Simonsen & Wenstøp, 2013).

Studies carried out in Sweden have highlighted the importance of sustainability, especially within the hotel industry. It has been examined how SHRM practices affect customer satisfaction there. A research study found that there is a strong connection between hotels' customer-focused innovation and customer satisfaction, which is closely tied to sustainable human resource practices. This finding brightens how such practices effectively enhance the capacity for innovation and consequently, customer satisfaction within the hotel sector (Diaz-Carrion et al., 2021). Researchers illustrated upon sustainability as a concept that emphasizes living in harmony with the natural environment, promoting peace, and nurturing development. A study linked the Value, Rarity, Imitability, and Organization (VRIO) framework with effective efforts toward sustainable competitive advantage (i.e., Mebratu, 1998).

SHRM research should incorporate additional factors related to eco-friendly measures for external environmental management through organizations' routine HRM activities (Jabbour & Santos, 2008). A mixed methods study using the Ability-Motivation-Opportunity theory was conducted and it highlighted the role of motivational aspects for SHRM (Pham et al., 2019). That study gathered data from 5-star hotels and revealed that the interaction of SHRM practices positively influences employees' voluntary behavior. The authors emphasized the unique contribution of their study as it was the first mixed methods research in the context of SHRM within the hospitality industry. A study was conducted in Poland and it uncovered a significant connection between individual SHRM practices and the long-term growth of businesses (Bombiak & Marciniuk-Kluska, 2018). Another study in Turkey identified antecedents and outcomes of SHRM for the service industry (Tanova & Bayighomog, 2022).

Sustainable HRM Research in America

The majority of SHRM research has primarily originated from the United States where pro-environmental initiatives have shown positive impacts on various aspects including branding activities, public image, business opportunities and strategic advantage for organizations (Berrone & Gomez-Mejia, 2009; Daily et al., 2007; Hart et al., 2003; Liebowitz, 2010; McWilliams & Siegel, 2000; Singh, 2018; Zoogah, 2011). However, despite extensive research, there are still notable gaps

in the literature related to SHRM, corporate social responsibility (CSR), employees' environmental behavior, and the Resource-Based View (RBV) of the firm (Alfred & Adam, 2009; Christmann, 2000; Delmas & Toffel, 2004; Govindarajulu & Daily, 2004; Khanna & Anton, 2002; Matthes et al., 2014; Mohamed Abdul Ghani et al., 2017; Robertson & Barling, 2013; Wright et al., 2001). Research from USA has covered a wide range of topics including corporate social responsibility, sustainability, sustainable human resource management, environmental regulations, strategic human resource management, certification and the role of communication (Du et al., 2010; Dubois & Dubois, 2012; Haddock-Millar et al., 2016; Jackson & Seo, 2010).

Further studies must concentrate on addressing these discrepancies and examining case studies from several countries for advancing our comprehension of SHRM. Additionally, it has been highlighted in the past research that how essential sustainability-related knowledge is for establishing environmentally conscious workplace (Perron et al., 2006). Research conducted in Canada showed the positive connection between environmental oversight in organizations and implicit expertise (Boiral, 2002). Another research conducted in the United States and Canada concentrated around developing a measure for evaluating workers' motivation for environmental sustainability (Robertson & Barling, 2013). Notable Brazilian researchers have centered on imparting the management of the environment, teamwork, organizational behavior and multiple aspects of human resources alongside SHRM initiatives. The research they conducted is centered on preserving the environment through education and training. The value of developing environmentally friendly goods, and sustainability as an organizational goal has also remained a focal agenda of past research. Further, the idea of SHRM as a source of competitive advantage has been explored (Jackson & Seo, 2010; Neto et al., 2014; Teixeira et al., 2012). A Mexican research study highlighted the value of top management for performance benchmarking to accomplish ecological sustainability (Daily et al., 2012). A separate study showed the importance of retraining employees to achieve long-term sustainability related goal of organizations (Daily et al., 2012).

Sustainable HRM Research in Australia and New Zealand

Studies from Australia and New Zealand showed the vitality of staff involvement and knowledge regarding the environment in eliminating emissions of carbon while encouraging environmentally conscious practices (Macke & Genari, 2019; Paulet et al., 2021). These research efforts indicated the essential part that educational measures must take for improving personnel knowledge of environmental issues which improves their ability and motivation—two key variables that ultimately influence on the conduct of a business. Organizations that aim to be in line with environmental and social responsibility agendas usually chose SHRM as an alternative strategy. Through their research programs, Australia and New Zealand, both the advanced economies, have created important developments in the field of SHRM.

Sustainable HRM Research in Africa

African countries also carried out studies concerning SHRM. South Africa and Egypt are two examples of it. According to an empirical evaluation carried out in Egypt, there is at present a lack of academic literature on the principles of SHRM and social responsibility in business (Al Kerdawy, 2019). As a way, it illustrates how all of these concepts are related. That research directly explored the significance of "corporate support for employee volunteering" as a factor for corporate social responsibility. The research project also discovered that SHRM boosted efforts to promote corporate social responsibility. In a similar manner, it was highlighted in South Africa that knowledge of SHRM is critical for having standards for adoption of regulatory requirements (Mtembu, 2019). The aforementioned studies highlight the increasing acknowledgement of SHRM principles and their applicability within the African continent.

CONCLUSION AND POLICY IMPLICATION

The changing characteristics of SHRM merit for more research at the global level. Stakeholders' approval can be raised, and its strategic gains may be confirmed by rigorous quantitative research and review-based studies. There are still openings in the literature that have to be addressed by the scholars. With industrialized nations like the USA and Europe, as well as developing economies like China, India, Malaysia, and Brazil, appreciating the opportunities for achieving competitive benefits; this study highlights the partnership between SHRM and traditional HRM strategies. To try to solve the critical problems brought on by global warming and promote SHRM for optimal environmental management, it is vital that we unite worldwide efforts to achieve the sustainable development goals of UNO. Tragically, developing countries regularly meet hurdles when initiating research and development in this field especially the resource constraints. Future researchers need to propose solutions for such issues.

Future Research Direction

Comparable to several prior research studies, the current one has been restricted by time constraints. It primarily concentrated on a handful of well-known articles concerning SHRM while employing a limited range of keywords to obtain secondary data from databases maintained by a small range of well-known publishers. Upcoming authors should try to obtain a larger secondary data and perform detailed review-based research studies in this area of SHRM with narrow focus. Global research evaluations and an analysis of nation-specific rules and regulations for large international companies is also required. It is necessary to conduct additional studies using systematic reviews with the goal to have an improved grasp of how SHRM benefits the triple-bottom-line methodology, taking into the consideration people, profit, and the planet. A complete examination will be required to determine the tactical value of SHRM in different business scenarios, which requires in-depth literature assessment focused to this emerging topic.

Future studies should also focus more on the services industry because much of SHRM research in the past has focused on manufacturing industries. Conducting independent research studies will be required for analyzing the presumed costs associated with introducing SHRM and its different effects across geographic regions and countries. The inspection of the environmental performance of an organization and the responsibilities of the upper management are two areas that significantly require concern of the scholars. Workplace practices and efforts, which include recycling campaigns, environmental plans, energy and resource conservation measures, are essential elements of SHRM and should be looked at in a greater depth. With respect to practice of SHRM in the organizations, the role of leadership is crucial for the promotion of innovative behaviors at the workplace which ultimately become a stimulant of job satisfaction as well (Khan et al., 2024). More research into the Natural Resource-Based View of a Firm (NRVF) and its beneficial impact on corporations' environmental management initiatives in developing countries also has a lot of value. Analysis of the psychological aspects driving employee attitudes for change and willingness to embrace environmentally conscious practices is critical. It is also necessary to look attentively at the greater part that HR managers can play in motivating and putting to use environmentally conscious employee engagement which goes beyond typical SHRM responsibilities. A comprehensive study of this workplace behavior from different countries around the world is needed.

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